

A COMPARATIVE STUDY OF ORGANIZATION CULTURE BETWEEN BIRLA SOFT AND WIPRO LTD

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ABSTRACT

Culture is one attribute of the organization which adds to organization as a whole. This is a factor which responds to the needs of the members'. Culture is the system of shared values which the staff holds in an organization set up, distinguishing it from the other organization. It reflects the shared values and beliefs of the organization which enable to shape up behavior pattern of the employees. There are variety of organizations operating in different domain in India have varied policies, practices, procedures, and culture. The study explores the organization culture prevailing in organizations of IT industry in Delhi NCR. The purpose of the study is to understand the significant difference in the perception culture among the employees of the IT organization. OCTAPACE dimensions were taken up in this and data collected has been analyzed using descriptive statistics and Independent t test. The study has its relevance in current scenario due to multigenerational workforce being employed in the organization. For leadership to implement change and bring organizational success it is vital to analyze various dimensions of organization culture.

Keywords: Employee, Organization Culture, Organization, OCTAPACE, IT Sector

INTRODUCTION

Concept of culture has been derived from various behavioral studies like sociology, anthropology etc. Organization culture is the basic assumptions of organization members who have invented, discovered, developed in learning to handle various problems which arise in the course of work. These members have done the amalgamation of internal integration and adoption of external challenges, to adapt new members in correct manner (Schein 1984). Organizational culture is the combination of employee's expectations, experience, philosophy and the values that lead their behavior. It is showcased through the member self image, inner working communications with the external environment. Organization's vision, values, beliefs, habits, perception, working pattern, norms, systems, symbols, language, assumptions, all form the part of Culture.

Gordon and Cummins (1989) alludes that the forces which recognizes the skills, efforts of the employees and gives them overall clarity and understanding of goals to be achieved is Organization Culture. OC enables the company to keep its employees familiar with the environment and working pattern of the the organization to achieve objectives. Thus, Organization culture is considered as a set up where processes, programs, values and rules made clear.

According to Hofstede 1991, OC is defined as certain behavior which is instilled in the members of the organization. It guides the members to know the pattern of behavior and the way to

channelize it to be productive and its meaning to the employees for their existence in the company.

Studies have shown that the large organizations in India are found to have high differentiation in the organizational policies, practices and working style. However, these studies are organizational specific and not organizational culture specific. Organizations with strong cultures that fit the needs and challenges of the situations survive and grow, while organizations with weak cultures are phased out. This research has high relevance as it provides an insight into organization culture prevailing in IT firms of Delhi NCR.

REVIEW OF LITERATURE

Kalaiarasi and Seturam (2014) examined that organization culture is an essential and significant factor of organization success. It is the culture which reflects the behavior of the employees and culture of each organization is unique in itself. Based on this uniqueness they can differentiate it with its competitors. In this changing environment, managers have a biggest challenge to manage the diverse cultures work force employees, who influence the behavior at work, managerial practices, organizational effectiveness and efficiency. The in-depth study of organization culture enables the managers to understand the contribution of organization culture into policy making and other functions. This helps to increase the knowledge base of the organization. The ownership of related norms and values will enable the organization to improve the performance of each member and thus in turn move organization towards achieving the goals of the organization.

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Dwivedi (2013) studied the effect of organizational culture on employee turnover intention in BPO industry of India. In the city of Chandigarh in India, comprising of 15 BPO firms this study was carried out. The researcher examined the mediating role of organization commitment between the organization culture and turnover intentions of employee. The result reflected that turnover intention of employees was influenced by the organization culture and organization commitment. The organization commitment role in organization culture and turnover intentions of employee was mediated partially. The study had significant contribution to a better understanding of the influence of organization culture and mediating effects of organizational commitment on Turnover Intention among employees of the BPO sector.

Shoaib et.al., (2013) investigated the effect of culture on the commitment level of employees on demographic variables. In banking sector of Pakistan this study was carried out. Survey method was used and self administered questionnaire was developed by adapting the Allen & Meyer scale of Organizational commitment and organizational cultural profile. Data was collected from 371 employees of all cadres of staff working in the bank. The study reflected significant relationship between clan culture and all the dimensions of commitment. Adhocracy and market dimensions of culture were found to have a weak but statistically significant relationship with normative commitment only.

Gill (2013) investigated the Antecedents of Turnover Intention by generating a model to calculate the Turnover Intention. The study focused on seeking relationship between person organization fit and job stress, impact of job security, person organization fit and job stress on organizational commitment, and Turnover Intention of employees. The research methodology used regression analysis to study each variable. The total of 150 responses was collected randomly from the employees of different sectors. The result showed that job security and person organizational fit were the higher contributors of organizational commitment. The other variable also had significant relationship but the relationship was not that much stronger. However, the limitation of the study was the sample size and also the study was not taken in context of global economic conditions due to time constraints.

Rehman (2012) eludes organization's culture & its performance have relationship. Different dimensions of the culture which have impact on organizational performance were also taken in the study. Research showed that committed employees, who share similar value with the organizations, can contribute to the performance and toward achieving the overall organization goals.

Gupta (2011) conducted a comparative study of organizational strategy and culture. The study was conducted among 32 organizations from various sectors such as Banking, IT, telecom, Steel, construction, pharmaceuticals and power. An attempt was made to study the relationship between strategy and culture of the organization. The instrument used for the

study was developed by Cameron and Quinn. Analysis reflected significant difference in the strategy and culture of organization between sectors in Indian organizations.

Verma and Saxena (2012) examined the impact of organization culture upon employee and employer value expectancy behavior. OCTAPACE instrument was used to measure the organizational culture analysis existing in public and private sector organization in Chhatisgarh. Results reflected a significant difference in the organizational culture of public and private sector. Culture of private sector organizations is much stronger.

Sharma and Sharma (2010) conducted study in textile sector of North India with the purpose to examine the relationship among styles of Leader with the culture of the organization by adopting OCTAPACE model. For research a sample of 300 permanent employees belonging to departments of an organization were used for the study. Result reflected a positive relationship between cultural values and charismatic style of leadership. They also concluded that the relationship has managerial implications. Thus, features of responsibility, teamwork, alliance and flexibility hold the key to successful survival.

Lok (2004) studied the influence of culture of the organization, styles of leadership on job satisfaction and organization commitment. The samples of data collection were drawn from Hong Kong and Australian middle and senior managers. The result showed statistically significant differences of two countries samples with respect to influence of culture of the organization, styles of leadership on commitment of employees and job satisfaction. However, the combined samples resulted into a positive effect of innovative and supportive cultures and leadership style on job satisfaction and commitment. The combined study also reflected negative effect of 'initiating structure' leadership style and job satisfaction. The conclusion was found to leave a moderating effect of age on job satisfaction with the more positive effect on Hong Kong Managers.

Martins and Terblanche (2003) investigated the factors of culture which affect the employee's creativity and innovation. Previous research showed that a system which are open and enable to work extends holistic view to depict organizational culture. In this context relationship of creativeness, modernism and culture is studied. The elements studied were strategy, structure, and support mechanisms, behavior that encourages innovation, and open communication. The influence of each determinant on creativity and innovation is discussed. Values, norms and beliefs that play a role in creativity and innovation can either support or inhibit creativity and innovation depending on how they influence individual and group behavior.

OBJECTIVES OF THE STUDY

- (a) To analyze the nature of organization culture in the IT Firms.

- (b) To explore the significant difference in the perception of organization culture among employees IT Firms.

SCOPE OF THE STUDY

The study is limited to two companies of the IT Sector (Birla Soft and Wipro ltd.) and does not necessarily reflect the findings of industry as a whole. The population of the study comprised of employees from various departments of the organizations under study which include HR, Marketing, Finance, Production & Operation and they were selected based on random sampling. The purpose of the study was to analyze the significant difference in organizational culture of IT companies in Delhi NCR.

METHODOLOGY

This study is descriptive in nature. Data was collected from primary and secondary sources. Primary data was collected through the questionnaire by Uday Pareek (1964) for Organisational Culture (OCTAPACE) (2003), 7 dimensions of OCTAPACE which are Openness, Confrontation, Trust, Authenticity, Pro-Action; Autonomy and Collaboration were taken up comprising of 28 items. Questionnaire was designed on five point Likert scale with value ranging from 1 (strongly disagree) to 5 (strongly agree). Questionnaires were collected with the help of Google form. A total of 120 surveys were distributed to the respondents, completed and useable were 107 which make the response rate of 83%.

Sampling

Convenience and judgment sampling has been used to collect the data from the respondents. To be selected as respondents in this study, the respondents were required to be the employees, currently working at different positions with the organizations. Company website, research papers published in renowned journals and book were used to gather secondary data.

Methodology used for Data Analysis

Data collected was analyzed using descriptive statistics, Independent T test to study whether the perception of employees among two companies differ with respect to different dimensions of organization culture.

HYPOTHESES

H₀1: There is no significant difference in perception of employees with respect to organizational culture among IT Firms.

H_a 1: There is significant difference in perception of employees with respect to organizational culture among IT Firms.

DATA ANALYSIS & INTERPRETATION

The reliability of the questionnaire was checked using Cronbach Alpha in SPSS containing all 28 statements. Cronbach Alpha is a reliability test conducted to measure the internal consistency of the items. The number of the items used in checking the reliability was 28 statements which covers 7 dimensions to study the Organization Culture of OCTAPACE.

Table No.1.: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.889	0.900	28

The table above shows that reliability of all the statements which were in the questionnaire. The Cronbach's alpha score is 0.889 which is more than 0.5 and less than 0.9. The values are found to be in acceptable range.

DATA ANALYSIS AND DISCUSSION

Demographics of Respondents

Table 2: The descriptive analysis of the data was performed for age, gender, educational qualification, experience, designation with two organizations. The results showed that majority of respondents (81%) belong to the age group of 20-25 years followed by (9%) in 26-30, 6% in 31-35 age group, 4% in 36-40 age group. Gender distribution was found to be in favor of females (53%) and (47%) were males. Data with respect to educational qualification showed 51% as post graduate, 48 % graduate and 1% with other qualification. The length of service of employee in current organization reflected as 75% with the experience of upto 2 years, 13% of the employees have been working with the organization for less than 4 years and 12% had been working for more than 5 years. The results with respect to organizations showed that 58% of the respondents were those who were working with Wipro Ltd and 42% were those who were working with Birla Soft.

Hypothesis Testing

Independent sample t-test was applied to study the significant difference between two organizations

(Birla Soft and Wipro Ltd) with respect to Organization Culture.

Table No.2: Demographic Profile of the Respondents

Demographic Features	Number of respondents	Options	Frequency	Percentage
Gender	107	Male	43	40
		Female	57	53
Age	107	20-25 years	87	81
		26-30 years	10	9
		31-35 years	6	6
		36-40 years	4	4
Qualification	107	Diploma	1	1
		Graduation	55	51
		Post Graduation	51	48
Length of Service	107	0-2 years	80	75
		3-4 years	14	13
		Above 5 years	13	12
Designation	107	Managerial Position	33	31
		Non-Managerial Position	74	69
Company	107	Birla Soft	45	42
		Wipro	62	58

Table No.-3 Group Statistics of OCTAPACE

	Company	N	Mean	Std. Deviation	Std. Error Mean
Output (OCTAPACE)	1	45	108.53	12.933	1.928
	2	62	105.11	16.122	2.047

Table No.-4: Study of Group Difference with respect to OCTAPACE

Output (OCTAPACE)	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	3.120	0.080	1.175	105	0.243	3.420	2.912	-2.353	9.194
Equal variances not assumed			1.216	103.894	0.227	3.420	2.812	-2.156	8.997

Table reflects that company 1 represents Birla Soft and 2 represent Wipro Limited. The mean of company 1 and 2 is 108.53 & 105.11 respectively and the standard deviation is 12.933 & 105.11 respectively.

Independent t-test was performed to examine whether there is significant difference in the perception of Organization culture

among the employee of Birla Soft and Wipro Ltd. Table above shows that Levene's statistics was not significant (F=3.120, Sig. value = 0.80) Therefore it can be concluded that there are equal variance among the sample.. Also the difference in the Organization Culture with respect to two groups (Birlasoft and Wipro ltd) was also insignificant (t = 1.175, sig = 0.243 which is > 0.05). The results indicate that organization culture of

Birlasoft and Wipro Ltd does not significantly differ, therefore it lead to acceptance of H₀, Null Hypothesis and reject H_a, Alternate Hypothesis.

CONCLUSION

Results of the study suggests that there is no significant difference between the organization culture covering 7 dimensions of OCTAPACE among the employees of Birlasoft and Wipro Ltd. the results of the study are coherent with the existing literature. Under Hypothesis 1, researcher found that the sig value is greater than 0.05 which means no significant difference towards organization culture of Birlasoft and Wipro Ltd with respect to all the dimensions of organization culture. This shows that both the companies have been successfully catering to the culture requirements. There exist the culture of openness, confrontation, trust, authenticity, pro-action and autonomy in the organizations.

MANAGERIAL IMPLICATIONS

The study revealed that there is no significant difference in the organization culture of two organizations Birlasoft and Wipro Ltd. The study was conducted only in two IT firms of Delhi NCR, therefore it is suggested that further studies should include other companies that belong to this industry as well as other sectors in order to do cross comparison of sectors to study the in depth analysis on organization culture. Also, studies in future can consider the significant difference among gender with respect to organization culture.

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